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*Extra copy  
sent to  
when finished*

25X1

6 February 1950

MEMORANDUM FOR THE RECORD

SUBJECT: Procedures of OPR Administrative Staff,  
Personnel & Training Section

General Comments:

OPR's Personnel & Training Section is probably doing a more extensive job in personnel, training, and career service procedures than any other DD/I Office Administrative Staff; however, questions can be raised about the degree to which the P&T Section is performing functions which might best be done by the Office's operating divisions. (The P&T Section has, in a sincere effort to provide maximum service to the operating divisions, assumed functions which traditionally are the responsibility of operating supervisors - such as, for example, maintenance of records pertaining to eligibility of OPR personnel for promotion.) It seems clear that with reduced emphasis upon maintenance of records (many of which are purely defensive in nature) and with decentralization of certain activities, many P&T Section manhours could be salvaged for other administrative functions which require attention. A number of the Section's procedures could be simplified, with a resultant saving in manhours, if there were less paper handling, less logging, recording and time stamping of documents, less review of personnel actions and less activity reporting (the latter is a particularly serious problem which has been discussed with the AD/PR). (Note: many of the detailed recommendations below will apply to all procedures; e.g., review of 1152a's.)

OPR ADMINISTRATIVE STAFF  
PERSONNEL AND TRAINING SECTION

PROCEDURE

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Promotions

1. Action initiated by supervisor (Branch Chief or higher)
  - a. Prepares justification memo (format prescribed by OPR regulation)
  - b. Forwards to division chief

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2. Division Chief

- a. Reviews memorandum
- b. Ranks numerically all eligible personnel at same grade (ERA only)
- c. Enforces memorandum
- d. Prepares F1152a (orig. / 2)
- e. Forwards to Area Chief

3. Area Chief

- a. Reviews
- b. Ranks numerically all eligible personnel at same grade (ERA)
- c. Initials F1152a
- d. Attaches endorsement on all promotions
- e. Forwards to OHR P&T Section

4.

- a. Time stamps all copies of F1152a and reviews 1152a for accuracy and completeness
- b. Prepares Internal Information & Routing Sheet (no form #)
- c. Checks OHR Kardex files to verify slot information, to check if slot vacant or encumbered, and if slot permits promotion
- d. Pulls OHR personnel file, checks on current fitness report (obtains same if not current)
- e. On GS-7 and up prepares list of names of all in same grade and date of grade
- f. On GS-14 and up, requests official personnel folder, and prepares biographic sketch
- g. Enters short history under "Special Remarks" on Internal Router and questions whether vacancy has been advertised. Forwards folders, Routing Sheet, 1152a & OF4b to

- 4. a. Time stamps are rarely used, although occasional reference is made to the date of transmittal to O/P of an 1152a.  
Recommendation: Discontinue time-stamping 1152a except one copy retained in OPR.

- g. The individual card (f.CSOP4b) and the card used to show an individual's slot can readily be combined, thereby eliminating one record. The CSOP4b card is designed to serve as a ready reference regarding an

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employee's employment history. In fact, such material is found in the employee's ORR folder.  
Recommendation: Combine the two cards; use one card giving the individual's name and grade, entered on the Kardex file under appropriate components and opposite the position occupied. [Note: St/A is now developing a McBee card which will combine the CSOP<sup>4b</sup> card and the employee training card.]

5. [ ]
- Reviews for completeness, accuracy, format
  - Checks DD/I vacancy advertisement requirement (See DD/I Vacancy procedure for details)
  - Passes to [ ]
6. [ ]
- Reviews file
  - Checks time in grade, fitness report, demonstrated ability to work at next higher level (supervisor's estimate) as proscribed in R [ ]
  - Initials, and
  - Forwards to Chief, St/A
7. Chief, St/A
- Signs 52's up to and including GS-11
  - Initials for GS-12 and above
  - Forwards all actions to AD
8. AD approves GS-12 and up, (AD's secretary makes notebook entry on all promotion actions), returns to [ ]
9. [ ]
- Forwards promotions for GS-14 and 15 to DD/I. Career Board for review (with official personnel folder) - 1 copy of 1152a held in ORR
  - On GS-13 and below, forwards original / 1 of 1152a to O/P (memo, endorsement and 1 copy of 1152a kept in ORR)

- a. This review duplicates review by both [ ]  
Recommendation: Eliminate.

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- c. Prepares work sheet for status report-promotions

- c. At present, data for monthly reports are recorded in pencil on work sheets; reports are later typed on ditto masters. Recommendation: Develop standard report format and write in data on ditto master with ball pen. Ditto master can then be run off directly, thus eliminating written work sheets and later typing of masters. [This should be moved to Step 11, so that dittoed report will contain only information on completed personnel actions.

- d. Gives suspense copy of 1152a to [ ]

10. [ ]  
a. Removes zone of consideration memo  
b. Suspends zone of consideration memo until promotion action completed. (When 1150 received, prepares new zone of consideration memo and files)

10. See recommendation regarding zone of consideration procedure.

11. [ ]  
When 1150 is received  
a. Marks effective date on 1152a  
b. Change T/O card and individual card  
c. Send 1150 to Division Admin. Asst.  
d. File 1152a in individual folder

Recruitment - Referrals from O/P

1. Official Personnel folder (containing PHS and f. 182, Report of Interview) placed in IN box in P&T Section
2. [ ] logs in on 5x8 card (no form no.). To [ ]

2. Sf, 10. The 5x8 card is used to keep track of O/P folders while in OHR, as well as abstracts of comments made about applicants. This card, the 3x5 "tickler" card and the Internal Information & Routing Sheet all contain much the same information. Consolidation will eliminate overlapping forms and records.

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Recommendation: Devise one official 5x8 card form to contain all information regarding receipt of O/P folders and employee processing. Use this form to replace Internal Information & Routing Sheet in all transactions. Eliminate the Internal Information Sheet, the present 5x8 card form and the 3x5 "tickler" card.

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3. [ ] reviews for
- a. Eligibility for SI clearance (this is in re: foreign background and other R- [ ] standards)
  - b. Satisfaction of ORR qualification requirements (as stipulated by ORR divisions on previously submitted Recruitment Request, f. 52)
- If individual has qualifications, she refers to ST/PR (ERA) or directly to Geographic Area Division (advising, when necessary, that individual can't meet OCI security requirement without waiver). If individual not qualified, she returns file to O/P. Note is made on 5x8 card of file status.
4. If division not interested, it returns file to P&T, which may shop further or return file to O/P. If division interested, it prepares f. 1152a, sends through Area Chief (with complete file) for endorsement, then to P&T Section. If waiver of OCI required, division also transmits memo of justification.
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5. [ ]
- a. Time stamp 1152a (all copies)
  - b. Prepare Internal Information & Routing Sheet (no form no.) for attachment to ORR file.
  - c. Check T/O (Kardex) to see if slot available.
  - d. Check 1152a for accuracy and completeness.
  - e. Prepare ORR folder for individual, including copies of PHE, attach Internal Routing Sheet.

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- f. Type two 3x5 cards - 1 for T/O (name and proposed grade) and 1 for tickler file to show date sent to O/P, date of Security Check, date of clearance.
- g. Give files to [ ]
6. [ ] checks 1152a for completeness and accuracy and for SI clearance eligibility; notes on Internal Routing Sheet. To [ ]
6. The review of 1152a's by [ ] should be eliminated, as specified elsewhere. The review of eligibility for SI clearance duplicates the review done by [ ] at Step 3a. Recommendation: Eliminate Step 6. At Step 3a, have [ ] mark on the internal routing form whether or not individual is eligible for clearance.
7. [ ] reviews, sends to [ ]
8. [ ] approves through GS-11, forwards all to AD/RR.
9. AD reviews, approves GS-12 up. His secretary notes action in her own T/O record. Back to P&T Section.
10. [ ] pulls copy of 1152a and date stamps (place in suspense until F1150 returned); makes entry in work sheet for status report; logs out on 5x8 card and places card in dead file; records date on 3x5 card; sends 0 / 1 of 1152a to O/P. (GS-14 & up sent to ED/I C.S.B., which then sends to O/P.)
11. On basis of status report, [ ] prepares request to OCI for clearance; records on her own 3x5 card.
12. When f. 1150 received, [ ] prepares CSOP4b for employee, makes entry on T/O card; sends 1150 to division; enters EMD on status report work sheet; files f. 1152a (from suspense) in employee's ORR folder; marks effective date on 1152a.

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Special Recruitment by ERA - same procedure except that material is hand carried through ORR. A special tickler file (3x5) is used, as is a log of "Survey of Persons In Process From ERA Recruiting Trips" (a cumulative report for the year).

Special Recruitment: The 3x5 tickler file and the log both contain the same information.

Recommendation: Eliminate the 3x5 card record.

Reassignment

Attempt is made to salvage an employee, place him in a more appropriate position, etc.

I. Within ORR

a. Gaining division prepares 1152a (0 / 2), signed by division and area chiefs, to P&T Section.

- b. [ ]
1. Time stamp all copies of 1152a. Check 1152a for accuracy, completeness, etc.
  2. Check Kardex for slotting data - enter card to block slot for individual - for vacancy, may call division if job occupied, check grade of individual and slot.
  3. Check ORR folder for current - 90 days - Fitness Report (obtain one if necessary).
  4. Prepare Internal Information & Routing Sheet.
  5. File to [ ]

c. [ ] - checks 1152a for completeness and accuracy. See DD/I vacancy procedure. To [ ] for review.

d. To [ ] for review and signature (GS-11 and below).

e. To AD for signature (GS-12 and up). To P&T Section.

- f. [ ]
1. Date stamp 1152a - all copies.
  2. Detach copy of 1152a for suspense file.
  3. Forward 1152a and Fitness Report to O/P. (0 / 1)
  4. Detach Routing Sheet and memos, put in folder, refile folder.

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5. Make up monthly status report from 1152a - make change in T/O card, put in appropriate component.
6. Put 1152a in folder.
7. When 1150 returned, mark effective date on 1152a and on OF4b card, send 1150 to division administrative assistant.

II. Outside ORR

- a. [ ] logs on 5x8 card - 1152a (0 / 1) plus O/P folder received in P&T Section from gaining office for concurrence.
  - b. [ ] requests Fitness Report when necessary. Types concurrence line on 1152a for [ ] signature.
  - c. Make copy of 1152a for P&T Section file. Hold in suspense.
  - d. Attach copy of current Fitness Report. To [ ] for signature. [ ] logs out on 5x8 card. Sends to next office (as specified by Routing Sheet)
  - e. When 1150 received (marked "loss notice") (use for status report) - notify division; pull T/O card and individual card (OF4b) and ORR folder, enclose 1150 in folder. Retire (unless keeping ORR C.S. desig.) folder after six months, keep OF4b and destroy T/O card. Personnel file returned after six months, unless individual retains ORR C.S. designation.
- a. See comments regarding 5x8 card under Recruitment.
- c. This copy of the 1152a is not used.  
Recommendation: Eliminate creation.

III. Transfer Into ORR

- a. Division prepares 1152a (0 / 6) / O/P file (they have obtained O/P personnel file). Division and area chiefs, to P&T Section.
- b. [ ]
  1. Time stamp all copies of 1152a.
  2. Check Kardex for vacant slot, put in blocking card. Make up T/O card.
  3. Attach Routing Sheet.
  4. Call losing office for Fitness Report (hold for this).



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5. Entire file to [ ] - requests SI clearance, reviews file. To [ ] to [ ] to AD, to PMF Section.
6. [ ]
- (a) Date stamp all copies of 1152a. Send 1152's to gaining office for concurrence, then to O/P.
  - (b) Make up OF4b card and folder - enclosed Routing Sheet, memos from division.
  - (c) Monthly status report made up from 1152a.
  - (d) 1152a filed in folder.
  - (e) When 1150 received, mark effective date on 1152a and on OF4b cards, send 1150 to division administrative assistant.

Details Outside OPR

- [ ]
- 2. Attach Routing Sheet.
  - 3. Pull OPR folder.
  - 4. Place blue card in Kardex over original T/O card, giving reasons for detail, former assignment, Office to which detailed, detail length of time
  - 5. Mark calendar for end of detail.
  - 6. To [ ]
  - 7. Pull copy of 1152a, date stamp, pull Routing Sheet, send 0 / 1 to O/P. File 1152a in OPR folder.
  - 8. At end of period, pull file, write note to [ ] advising of end of detail period. Some details by memo of agreement to 1152a; suspends on calendar, blue card in T/O file. Details between OPR areas for six weeks or longer - [ ] prepares 1152a, has division chief sign, processes through [ ] [ ] AD, O/P.

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Separations

LWOP

1. Division prepares 1152a (o/6). Employee signs separation portion. Signed by division and area chiefs. To P&T Section.
2. 
  - a. Time stamp 1152a (all copies).
  - b. Prepare Pre-Exit Interview Schedule - write in dates & times of interviews, name of individual & interviewer.  
(Call O/P & arrange Exit interview)  
(Arrange Pre-Exit interview with )
  - c. Prepare Internal Information & Routing Sheet.
  - d. Pull ORR folder.
  - e. Check folder for current (within 90 days) Fitness Report. If current, obtain from division a memo re: re-employability. If not current, obtain from division new Part I of Fitness Report (re: re-employability). To  folder, 1152a, all papers.
3. 
  - a. If clerical, hold for pre-exit interview. (Then to ) Write form memo to OCI if appropriate (dittoed form, no form no.) for debriefing, give professional file to  Notify OSI if necessary.
  - b.  Determine reasons for separation, attempt to salvage employee, record information on Pre-Exit Interview Schedule.
  - c. File to  and then to AD, sign 1152a. Returned to P&T Section.
  - d. 
    1. Pull 2nd copy of 1152a for suspense - date stamp and give to  who destroys zone of consideration memo; transmit others (2 Payroll, 2 Security - put in envelopes 2 plus Fitness Report to O/P - Fitness Report may follow 1152a depends on suddenness of separation).
    2. Detach Pre-Exit Interview Schedule.
    3. Professionals - place name on ORR list of "re-employable" (if appropriate) key personnel.

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4. Send all Schedules to [redacted]  
If an employee is separated for security or medical reasons, [redacted] prepares 1152a, (0/6) same distribution, stating "personal reason" is reason for separation. No exit interviews, no Fitness Report. Other procedure same.
5. File Routing Sheet in Folder and file folder.
6. Once a month - make entries in status report, pull folder from active file, pull T/O and OF4b cards, destroy T/O card, OF4b card filed alphabetically and retained, place 1152a in folder, place 1150 in folder, keep folder six months and retire.

LMOP

No Fitness Report. Other procedure same.

Zone of Consideration

Zone of consideration memo (in duplicate) maintained in suspense file for every employee. Arranged by grade categories.

1. Each month, memo (standard format, no form no.) for employee entering zone of consideration sent to division, to branch chief.
2. Branch Chief checks off appropriate portion of form memo indicating promotion to be initiated or not. (Gives explanation of no promotion) If employee to be promoted, division prepares SF 1152a and returns with memo. Memo / 1152a sent to P&T Section.

This procedure is cumbersome and time consuming; moreover, it is normally the responsibility of an operating supervisor to determine when each of his subordinates is eligible for promotion. This can be easily accomplished, since each division is advised (via f. 1130) when an employee is promoted, reassigned, etc. so that the date upon which he will enter the zone of consideration for the next promotion is readily available. This is an example of a P&T Section procedure which represents more than reasonable service to operating components.

Recommendation: Eliminate the zone of consideration procedure from P&T Section.

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b. 1152a submitted (see Promotions):

1. Copy of 1152a [ ] who destroys original zone of consideration memo; holds duplicate copy of memo pending approval of promotion.
2. When [ ] status report indicates approval of promotion, [ ] prepares new zone of consideration memo (in duplicate) and files by grade category.

Note: In the case of ORR personnel temporarily reassigned or detailed to other offices, or overseas, and maintaining ORR Career Service designation, zone of consideration memos are sent to former ORR division. If the division agrees that the individual warrants promotion (on the basis of his former work and of their knowledge of his present work), St/A will, by telephone notify present employing component. (This is to make certain such personnel are not overlooked.)

**ORR PERSONNEL PROCEDURE  
PERIODIC STEP INCREASES**

1. Master list plus individual Form 560 (orig. / 1) are received once a month from O/P.
2. [ ] checks individual Form 560's against master list for completeness. Checks T/O Kardex file for division and branch data and sends out to supervisor with form letter (no form no.) with one week suspense.
3. As F560's are received from supervisor, they are crossed off master list, one copy of F560 is detached and filed in individual folder. When all of F560's are received, they are sent all together to O/P. [ ] makes telephone calls on delinquents.)
4. If any PSI is turned down by supervisor, [ ] refers to [ ] who checks with supervisor re memo of charges and (R [ ] Separation procedure.
5. When O/P approves PSI's, sends back to ORR. [ ] posts on OF4b and on 560 in individual folder, and sends to admin. asst. in divisions.

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Fitness Reports

1. Receive from O/P dittoed form (0 / 1) - gives 1 to [ ] - listing names of individuals for whom Fitness Reports required.

2. [ ]

- a. Prepare Part A - rubber stamp "Supervisor's Work Copy, etc. name, birth date, S.D., grade, component, title, date, report date, covering date.
- b. Determine need for C.P.O. From IBM list of all ORR personnel - includes date of entry into Career Staff. (All C.S. members must prepare C.P.O.)
- c. Attach F. 43e - expedite Routing slip, giving date due in ST/A. Attach C.P.O. form to Fitness Report form (the Supervisor's Work Copy F. 1270.
- d. Log (by division (no form no.) - name whether annual or initial report, ending date. (When report returned completed, logs as complete in ST/A. Then logs out to O/P.) Destroy O/P list.
- e. To division
- f. Receives Fitness Report (0/2), logs in. To [ ]
- g. [ ] Review Fitness Report for completeness and accuracy; follow up via form letter to division chiefs through area chief. Brings low or unusual ratings to [ ] attention.
- h. [ ] Logs out to O/P (0 / 1). Records on OF4b (ending date and whether annual or initial). File one copy Fitness Report in individual's folder.

d. This log is unnecessary; the O/P list is adequate for determining which Fitness Reports have been received. Recommendation: Eliminate the log; use a simple check mark on the O/P list.

ORR PERSONNEL & TRAINING

Career Preference Outline

1. F. 1030 (CPO) and F. 1270 (Supervisor's comment on CPO) sent out by [ ] with annual fitness report.

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2. Individual completes front of F. 1030. May discuss with [ ] prior to completion.
3. Supervisor comments on career interest and training in Section D of F. 1030.
4. Division Chief makes comments (on separate page) and makes 1st indorsement on F. 1270.
5. Area Chief comments and makes 2nd indorsement on F. 1270 and forwards to CRR personnel.
6. [ ] checks F. 1030 and 1270 for signature and clerical accuracy and passes to [ ]
7. [ ]
  - a. Checks F. 1030 and 1270 for completeness.
  - b. Reviews training card, personnel folder and biographic profile.
  - c. Interviews employee on career interest and training.
    1. Checks individual's qualifications vs. job qualifications, discusses career interest with appropriate component.
    2. Checks training against job requirements and uses experience of training of others.
  - d. Prepares memo to Chief, ST/A indicating C.S.B. member who should see package.
  - e. Passes to [ ]
8. [ ]
  - a. Types memo (Step 7d) and keeps copy of memo.
  - b. Forwards to Chief, ST/A.
9. Chief, St/A:
  - a. Sends CPO to C.S.B. member for review and recommendations.
  - b. [ ] prepares C.S.B. agenda, with thermo-fax copies in individual folder for each member.
10. C.S.B. acts on CPO - Comments in Section E of F. 1030 are typed by [ ] from C.S.B. minutes.

6. Step is unnecessary since [ ] also reviews entire file.  
Recommendation: Eliminate Step 6.

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11. Comments of C.S.B. reviewed by

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12. Data from CPO abstracted by  on 3x5 cards.

- a. Alphabetical card listing sections 9, 10a & b, 11a & b of F. 1030 - general activity, immediate career interest, long range career interest, training, - immediate, training - long range (1 card).
- b. Career interest by component.
- c. Quarterly training suspense file.
- d. Course file.

12. The 3x5 index card file, while not completely in effect, promises to become a time-consuming and difficult job, with small return for the benefits to be derived. As in the case of the zone of consideration procedure, determination of what training an employee should obtain is his and his supervisor's job; SE/A's role should be to advise regarding availability of applicable courses of training. Moreover, training interests change & individuals leave, so that the 3x5 cards would never be completely accurate. Insofar as reassignments are concerned, the ED/I vacancy procedure provides for notification to all employees of existing possibilities for reassignment. There is too little activity in regard to reassignments to warrant an extensive 3x5 file. Recommendation: Eliminate the 3x5 cards. Any information regarding an individual's career & training interests can be easily obtained from the C.P.O. or (more accurately) from the employee himself.

Note:

- Back log of CPO:
1. Approximately 400 CPO's to be completed.
  2. 20 CPO's completed and ready to go to C.S.B.
  3. 15 CPO's forwarded to C.S.B.
  4. 3 CPO's completed by C.S.B.

ONR PERSONNEL & TRAINING

Training Requests

Internal Training

1. Individual completes F. 73 (0 / 2)
2. Request approved by supervisor
3. Submitted through Division Chief and Area Chief to P&T - each division now keeping record of each F. 73.
4.  reviews that information on F. 73 correct for division chief's signature, clerical accuracy and completion.
  - a. Checks that training has application to job (relies on supervisor's recommendation).
  - b. Approves training for ONR (Stamps  signature).
5. 
  - a. Records training on F. 70-95 (Individual Training Card).
  - b. Logs by individual's name alphabetically into Training Ledger. (A 2-section ledger: 1 - Language, 2 - Other than Language)
  - c. Logs by course in black notebook listing names.
  - d. Forwards F. 73 (Orig. / 1) to ONR. Keep and file one in ONR folder.

b. & c. The two part ledger & the black looseleaf record kept on internal training are used primarily for compilation of SE/A's monthly activity report. The information in

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6. OTR sometimes returns copy of F. 73 that Training is approved - Record on ledger and on individual training card. She sends to division; most of time, received so late that she destroys.

these records is identical to that in the training requests (green sheet).  
Recommendation: Eliminate the two logs & use the Training Request for all necessary information. Number of hours of training per month can be recorded directly on the TR.

External Training

1. Individual submits F. 136 (orig. & 8) through supervisor, division chief, and area chief.
2. [ ] checks information for clerical accuracy and completeness, attaches training card and submits to [ ]
3. [ ] checks objectives and relation to job carefully, approves for [ ]
4. [ ] approves for C.S.B.
5. Final approval for ORR by AD. Form returned to P&T.
6. [ ] forwards 7 copies to OTR via Security, suspends 2 copies, sends 1 to [ ]
7. [ ] maintains 2 part alphabetical ledger (1 part-time, 1 full time), records on F 70-95. OTR phones that request approved, she calls individual.
8. Upon receipt of approved copy of F. 136 [ ] files in individual's folder.

6. See 5 b. & c. above.

7. Same comment as 5 b. & c. above.

Self-Sponsored Training

1. Alphabetical log maintained by [ ] (Data acquired from request for security clearance - see in St/A Reading File)
2. Sends form letter to employee (Signed by [ ] after training completed, inviting individual to have official sanction. Individual writes course grade at bottom of form letter. [ ] then records on Training Card.

1. Recommendation: Use copy of the request for security clearance, rather than maintaining a special log.



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**ORR PERSONNEL & TRAINING**

Qualifications Review Panel - extended external training (over 2 months) - after external training request received.

1. ☐ completes ORR Request for Qualifications Review & Placement Panel Consideration (no form no.) arranging with individual for transcript of academic record and schedules Professional Employees Testing Battery & Foreign Language Aptitude Testing Battery if not already completed - ask individual. ☐ also has individual & supervisor sign the request form.
2. Verbal or written advocacy of training by ☐ at panel meeting. First line supervisor and division or area chief also attend meeting with ☐ of ORR and A&E staff member.
3. Full time training of 2 months or more duration is requested through ☐ to O/S to ORR.

Language Lab

1. Use of lab requested on F. 73 (0 / 1) ☐ keeps copy, sends copy to ORR - with justification of how language relates to job, and when lab is wanted.
2. ☐ schedules use of lab by day and hour. Schedule (no form no.) is completed weekly.
3. Tapes are checked in and out by ☐

Note:

Language lab cost \$1700 (\$1500 from ORR). 3 tape recorders procured. ORR furnishes tapes. Individual must use lab minimum of 3 hours a week. Lab was established to cut down travel time. OCI & OSI interested in using lab. ORR requires report on time spent and languages studied in lab.

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Establishment & Operation of Training Courses

1. OTR runs Statistics Course, PI Course, and NSA Russian Language Course.
2. F. 73 through division and area chief (0 / 1) to request training - [ ] writes course announcements for AD's signature.
3. [ ] checks justification for course, schedules applicants for next course (requests are received from other offices) - sends copy to instructor, puts copy in individual's file.
4. Upon completion of course, instructor's report is thermofaxed and filed in each individual's folder. Evaluation entered on F. 70-95.
5. F. 1025 submitted monthly to OTR on each student.
6. Announcements of OTR courses are to be made in OTR Notices from now on.

Training Counselling

1. [ ] handles training questions of clericals - also answers questions on OTR courses.
2. [ ] handles training questions of professionals - also coordination with OTR.

Language Awards Program

Has sent Language Data Record (F. 444c) to each individual. Individual completed and returned to her (1 copy); she makes copy, filed alphabetically, She'll file these in OTR file.

Recommendation: Have employee complete two copies of f. 444c, use one as a record.

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DD/I Vacancies

I. Within ORR

This procedure is followed in the case of promotions only if the employee to be promoted is to be reassigned to another position. If an employee is being promoted in his present position, procedure is not followed.

1. See procedures for Reassignment and Promotion. Normally, the division has followed vacancy procedure prior to submittal of 1152a. Sometimes 1152a received with vacancy notice. [ ] reviews such cases to make certain all clerical positions (GS-7 up) and all professional positions (GS-9 up) have been advertised.
2. Division prepares (on ditto master) vacancy notice (no form no.) specifying position title, position number, description of position and qualifications required.
3. [ ] receives ditto master, reviews (using Kardex) for proper title and grade and description of duties propriety of duties. To [ ] for signature.
4. Returned to [ ] (dittoed in P&T Section) who establishes deadline date, enters date on notice, files ditto copy of vacancy notice by ORR in overall vacancy notice book.
5. P&T Section dittos notice, addresses envelopes, sends notice to all DD/I offices. Applications - F. 1226 Request for Consideration for DD/I Vacancy (ORR) or Nomination for Vacancy - if intra-Area, go directly to Area Chief from Division Chief; if inter-area or external, go to [ ] - she time stamps, logs in on blank book, delivers to Area.

5. The log maintained by [ ] is never used. 25X1  
Recommendation: Eliminate log and time-stamping. 25X1

~~SECRET~~PROCEDURE~~SECRET~~

25X1 6. Division conducts interviews, records results on f. 1226 or Examination for Vacancy, transmits to [ ] with other papers. 1152a may accompany, in which case, see Reassignments.

25X1 7. [ ] Removes application, notes on Internal Information sheet that interview completed. If applicant from within OHR and not selected, writes letter to employee for [ ] signature, places application in applicant's OHR file. If from outside OHR and not selected, returns application to Personnel Officer of employing office. [ ] logs out (blank book, no form no.) indicating name, office, position applied for, results of interview. (Log used for: making certain they're following DD/I procedure requiring interview of at least 3 people.)

7. See 5. above.

## II. Outside OHR

- 25X1 1. Vacancy notice received by [ ] with 3 week deadline date.
- 25X1 2. [ ]
- a. Establishes OHR deadline date - writes deadline on copies going to divisions of OHR. (Early enough for OHR Career Board Action)
  - b. Prepares brief of notice, for dissemination to all staffs and branches, dittoed, outlining duties and qualifications of advertised positions.
3. Individual submits f. 1226 to [ ] P&F Section, through division and area chief.
- 25X1 4. Application time stamped in P&F Section, to [ ] logs in (dittoed form, no form no.) (to make certain all applications sent forward - will replace blank book) holds for OHR - established deadline date.

4. See 5. above.

25X1

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SECRET

PROCEDURE

COMMENTS

- 25X1 5. [ ] reviews individual's file  
25X1 and F. 1226; if clerical, may note on  
25X1 form that applicant doesn't qualify.  
File, F. 1226 to [ ] for trans-  
mittal to OHR C.S.B.

25X1 [ ]

- 25X1 7. [ ] follows up (by telephone) with  
25X1 other office C.S.B. If applicant accepted,  
release date is arranged.
- 25X1 8. If applicant not selected, he is advised  
25X1 by [ ] - memo signed by [ ]  
his application placed in his OHR file.

OHR PERSONNEL PROCEDURE

25X1 Consultants - [ ]

1. Request is originated by division and  
submitted through the area chief who  
screens for feasibility and whether any  
present consultants could be utilized.
2. OHR personnel also screen for this. Con-  
tact ID/I for verbal approval and Security  
for indices check. The individual consultant  
is contacted through O/O to obtain FES.
3. F. 1152a is prepared in OHR personnel plus  
a memo of justification describing the job,  
special skills required, and why someone else  
cannot be used.
4. OHR submits 52 and memo of justification  
through ID/I to O/P. O/P reviews and writes  
memo to DCI.

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PROCEDURE

COMMENTS

5. When clearance is completed, Security calls OHR personnel who contact DD/I office to see if Building 13 interview desirable.

6. Procedure prescribed by R [ ] is followed.

OHR PERSONNEL PROCEDURES

Job Classification

1. Division requests proposed change in job classification. [ ] contacts division, discusses feasibility, and then makes an evaluation and recommendation to Chief, St/A. [ ] reviews for title change, upgrading, effect on average grade level, ceiling, T/O, etc.)
2. Memo is prepared for signature of Chief, Administration or AD. Appointment for O/P Wage and Classification is arranged by [ ]
3. If O/P approves, form 261 (in duplicate) is sent to OHR. [ ] makes change in T/O Roster, files one copy of F. 261 in 261 file, and sends second copy to originating division.

Personnel Files

1. OHR Personnel File is made up when F. 1152a is forwarded to O/P. A copy of OHR interview report, routing slip and a copy of HHS and photo if available are inserted in file. Thereafter copy of anything affecting employee is placed in folder. O/P is made up when employee enters on duty.
2. Official O/P Folder - [ ] requests on F. 196 initialing for [ ] Upon receipt, logs in on 5x8 card (no form no.). Files are logged out to divisions and staffs on cards and when returned, any comment is entered on 5x8 card.
2. The black notebook duplicates the 5x8 card, except that the card is now not created until the folder is received.

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**SECRET**PROCEDURE

F. 198a is filled in if official folder is transferred to another office. Requests for folders are logged in a black notebook divided into ORR components so [ ] will know where to send folder when received. Data on applicants is also logged in black notebook to show name, address, who referred the applicant and his division. Applicant folders are requested by telephone from the O/P placement officer for ORR (form 198 is not used).

COMMENTS

Recommendation: Eliminate black notebook; create 5x8 card as soon as request sent to O/P, use as record for forwarding of folder.  
 [See comments re: 5x8 card under Recruitment]

Security

1. SI Clearance (for Economic Area) form memo is prepared behind barrier by ORR personnel [ ] signed by Chief, Administration and sent to OCI.
2. Q Clearance - McNulty obtains special form from OCI, completed by individual, approved and signed by AD, and transmitted to OCI.
3. Special card files are kept on SI and Q clearance of personnel.
4. Security violations are recorded on OP4B form.
5. Reprimand memos are filed in individual ORR personnel folder.
6. Files of geographic area personnel are reviewed to see if anything would bar SI clearance - if so, not acceptable for geographic area.
7. If employee holding SI clearance is undertaking foreign travel, OCI is notified of intended travel. (For official foreign travel, Budget and Travel Section prepares staff study.)
8. For absences of 90 days or more of personnel with SI clearance, OCI debriefing is arranged (travel, LMR, reassignment where SI clearance not necessary, and for all resignations).

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PROCEDURE

COMMENTS

Reports

1. Daily Diary - submitted to Chief, Administration covering unusual or major events.
2. Monthly Activity Report to Chief, Administration - a narrative report plus tabular breakdown of training activity; a personnel summary for month showing resignations and transfers, cancellations, appointment actions, and EOD's broken down by area and division, and by professional and clerical; a report of attrition for 6 month period for on duty personnel broken down by area and division, professional and clerical; and a report of attrition of professionals in process for 6 month period.
3. Status Report - end of month statistical report comparing present and last month; a breakdown of staff and areas by division showing T/O strength, on duty strength, and in process; a report on overseas T/O and on duty strength; a report on duty training - non ceiling; a report of military authorizations; a report of entered on duty or transferred to OHR; a report of appointment actions; a report on consultants; a report on promotions; a report on resignations and transfers; a report on LMOP - non ceiling. This report is signed by Chief, Administration and submitted to AD with copies to Office of Personnel, Economic Area Chief, Geographic Area Chief, Budget, DD/I and St/A.
4.  also gives  a written report on problem type cases in OHR. The report states the situation and what progress has been made in resolving the problem.
5. An annual report on turn-over is submitted to the AD.

Orientation

1.  handles orientation for all professionals.  
handles orientation for all clericals.

See comments regarding  
Records Management & Services

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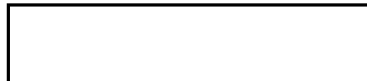
PROCEDURE

2. Orientation Manual includes copy of mission and functions of GPR, chart of GPR organization, GPR briefing paper.
3. There is also substantive briefing by area and by division.

COMMENTS

Section. As in the case of security briefings, the individual will be most concerned with division; branch policies regarding administrative matters. Since he is briefed at these levels, the SE/A briefing is superfluous.

Recommendation: Discontinue full Section briefing; prepare a briefing outline for use in divisions to insure adequate coverage of all material.



25X1

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